

# *sport and recreation strategy*

**2017 - 2021**



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# Executive summary

*Sport and recreation contribute to communities in many ways, and the benefits for participants are significant. Improved health and wellbeing, through physical activity and social connections are just some ways that sport and recreation participation have a positive effect on the community. Play, whether in a playground or participating in sport can be indicative of a vibrant and healthy community.*

We recognise the importance that sport and recreation play in the community and the benefits that it provides. Sport and recreation facilities and their provision in the Adelaide Hills Council region is unique and complex. This Strategy defines our role, but also acknowledges that there is a significant amount of review and subsequent improvements to be made in the near future.

This strategy and its actions will help Council Members, staff, communities and stakeholders understand the priorities, allocate resources and encourage a new way of working to ensure transparency, accountability and sustainability for the future. Improved process will hopefully result in better and more effective relationships between site users and Council.

This five year strategy also aims to capitalise on the unique landscape in the region that accommodates national recreation trends such as unstructured adventure sports and nature play areas. We recognise that to ensure sustainable use of recreational sites and community wellbeing, it is important to do more than just manage well: positive and measurable improvements must also be achieved. In order to be an organisation that understands the community, our functions and priorities must be refined.

Principles and strategic actions in this document are based on four themes: **planning, design, resourcing and management**. Actions are staged and prioritised, and will be reviewed to ensure that improvements are made and actions are implemented.

The Sport and Recreation Strategy has been developed by Adelaide Hills Council staff, with input from key external stakeholders and our communities.



**We recognise that to ensure sustainable use of recreational sites and community wellbeing, it is important to do more than just manage well: positive and measurable improvements must also be achieved.**

# Introduction

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*The purpose of our Sport and Recreation Strategy is to activate and encourage increased participation in the Adelaide Hills community, and effective use of the region's facilities. This document will guide our approach to playgrounds, sports facilities and other recreational activities that are undertaken by the community in our region.*

This document explores linkages with federal and state government documents, and National trends for sport and recreation that may impact the community.

From consultation with the local community and relevant stakeholders, local trends and findings are also outlined, and an analysis of both the demand and current supply completed.

There has also been considerable research done on the community's participation in various sport and recreation activities, and the implications this participation is having on sites throughout the region.

The Strategy outlines a classification schedule for both facilities and play spaces, with relevant characteristics also included. This information, along with best practice development principles for both facilities and play spaces, will provide Council with a strong framework for future developments that are feasible, sustainable and cater to the community's needs.









Photo: The Courier Newspaper

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**This document will guide our approach to playgrounds, sports facilities and other recreational activities that are undertaken by the community in our region.**

# Council's role

Our Role	Description
 <b>Service Provider</b>	<ul style="list-style-type: none"> <li>• Provide land and facilities (sometimes via a lease type arrangement) in the region. A large number of these sites have a recreation or sport function.</li> <li>• Meet management and maintenance requirements for Council assets.</li> <li>• Where relevant, issue permits to external groups for recreational activities.</li> <li>• Provide funding for recreation and sport groups within the region.</li> <li>• Provide recreational opportunities at various Council locations.</li> </ul>
 <b>Partner</b>	<ul style="list-style-type: none"> <li>• Work with external agencies, clubs and other relevant groups to deliver sport and recreation opportunities to the community.</li> </ul>
 <b>Facilitator</b>	<ul style="list-style-type: none"> <li>• Assist with bringing together relevant stakeholders to address sport and recreation issues.</li> <li>• Assist with developing relationships between relevant parties and strengthening their capacity.</li> </ul>
 <b>Information Provider</b>	<ul style="list-style-type: none"> <li>• Provide timely and relevant information to government departments and other stakeholders on behalf of Council.</li> <li>• Share relevant information with the region's sport and recreation groups, increasing their capacity, skills and knowledge.</li> <li>• Provide information to the general public about sport &amp; recreation opportunities in the Adelaide Hills.</li> </ul>
 <b>Advocate</b>	<ul style="list-style-type: none"> <li>• Ensure sport and recreation in the Adelaide Hills is considered in relevant government documents.</li> <li>• Campaign for and support sport and recreation groups within the region.</li> </ul>
 <b>Regulator</b>	<ul style="list-style-type: none"> <li>• Ensure that sport and recreation groups and their associated facilities meet relevant legislative requirements.</li> </ul>

# Strategic actions

The following actions have been developed from research and analysis of current practices and findings from this Strategy.

Action	Principle	Priority	Time Frame
Ensure principles from the Sport and Recreation Strategy are reflected in our Strategic Property Review, the Environmental Sustainability Framework and Water Management Plan.	Planning	High	Year 1
Audit all sport playing surfaces (including ovals, courts, and pitches) and their associated facilities (eg. score boards, cricket nets, and coaches' boxes).	Management	High	Year 1
Review all payments made to all clubs and groups, including but not limited to: grant funding, bore electricity reimbursements, other reimbursements, maintenance grants, insurance payments.	Resourcing	High	Year 1
Develop a funding position and associated guidelines that are transparent and equitable for all clubs and groups, regardless of facility ownership.	Resourcing	High	Year 1
Confirm characteristics and develop catchment zones for recreation and sport facility classifications.	Planning	High	Year 1
Assign a classification to each recreation and sport facility.	Planning	High	Year 1
Develop and implement service levels for buildings, sport playing surfaces, buildings utilised by sport and recreation providers and their associated facilities. Ensure standards are reflected in lease/licence/management documents.	Management	High	Year 1
Revoke Council's Sport and Recreation Policy. This Policy will be replaced by updated grant guidelines and lease documents.	Management	High	Year 1-2
Review the role of the Sport and Recreation Advisory Group.	Management	High	Year 1-2
Work with and be guided by the Strategic Property Review and the Asset Management Plan to develop priorities and a schedule for sports facility upgrades.	Planning	High	Year 1-2
Review current procedures and standards for inspections and maintenance that is carried out on play spaces not owned by Council. Develop and implement a policy position for the future.	Management	High	Year 1
Develop catchment zones for play space classifications.	Planning	High	Year 1
Assign a classification to each play space.	Planning	High	Year 1

Action	Principle	Priority	Time Frame
Develop and implement a Play Space upgrade program, based on information provided by Play Space Auditors.	Planning	High	Year 1
Review our current Play Space maintenance program. A new program should be based on information provided by the Play Space Auditors, and in line with proposed hierarchy classifications and service levels.	Management	High	Year 1
Develop and maintain partnerships with relevant funding bodies, peak bodies and other relevant stakeholders.	Resourcing	Medium	Ongoing
Develop and maintain a database of clubs, community groups and recreation providers within the Council area. Implement an effective communication system with these clubs and groups across the region.	Management	Medium	Ongoing
Develop and implement a club development program and capacity building initiatives for clubs and groups located within the region. Encourage participation in the STARCLUB program.	Management	Medium	Ongoing
Develop and implement a process and guidelines for clubs and Council to work together to obtain facility upgrade funding.	Resourcing	Medium	Year 2
Develop and implement a procedure for consulting with the community regarding reserve and play space upgrades.	Planning	Medium	Year 2
Continue to support 'non-traditional' and unstructured recreation opportunities in the region (eg. Mountain Biking). Work and partner with relevant providers.	Planning	Medium / Low	Ongoing
Contribute to the Mount Lofty Ranges International Mountain Bike Destination Strategic Reference Group.	Planning	Medium	Ongoing
Investigate potential locations for the portable skate ramp in conjunction with staff and the community. Implement a schedule for moving.	Planning	Low	Ongoing
Explore linkages with our Economic Development Strategy.	Planning	Low	Ongoing
Review our Open Space Strategy.	Management	Low	Year 3
Review the Recreational Use of Council Reserves and Public Space Policy.	Management	Low	Year 3
Investigate the need for a policy position for the placement of memorials in reserves.	Planning	Low	Year 3
Investigate the need for a policy position for dealing with personal trainers (and other businesses) utilising Council land.	Planning	Low	Year 3
Investigate the need for a policy position on community access to courts and other recreation facilities. Any changes must be consistent with leases, licences and management agreements.	Management	Low	Year 3
Investigate the use of MOUs/Agreements with schools or community facilities to complement Council facilities that may have reached their capacity.	Planning	Low	Year 3-4
Work with the Communications Team to develop and implement consistent signage for parks and reserves throughout the region.	Design	Low	Ongoing
Work with our Communication Team to promote our sport and recreation facilities; including but not limited to play spaces, skate parks, ovals, courts, reserves and other recreation facilities like Fox Creek Mountain Bike Track.	Management	Low	Ongoing

# Strategic context

*This Strategy has been developed in consideration of national, state and local level policy, strategic and legislative documents.*

## National Documents

- Australia's Physical Activity and Sedentary Behaviour Guidelines
- Play. Sport. Australia

## State Documents

- South Australia's Strategic Plan
- Eat Well Be Active Strategy
- South Australian Regional Level Recreation and Sport Facilities Planning Guidelines

## Local Documents

- Strategic Plan, Your Adelaide Hills
- Long Term Financial Plan
- Asset Management Plan
- Annual Business Plan
- Community Strategy 2015 - 2020
- Open Space Strategy
- Adelaide Hills Trail Network Strategy 2013 - 2033
- Biodiversity Strategy
- Economic Development Strategy 2015
- Age Friendly Community Plan 2016 - 2019
- Local Area Bike Plan 2016
- S&HLGA Regional Public Health Plan
- Tree Management Policy
- Development Plan





# Trends and findings

This section outlines the national and local trends that impact on the provision of sport and recreation opportunities.

## National Trends and Findings

### Participation

The Play. Sport. Australia document from the Australia Sports Commission outlines two significant challenges with Sport in Australia today:

#### 1. Keeping sports relevant and viable

*Sports are operating in a rapidly changing environment where Australians are increasingly time-poor, have limited budgets and are inundated by new forms of entertainment. Preferences towards other leisure activities are on the rise eroding sports' traditional customer bases.*

#### 2. Keeping Australians active and healthy

*Too many Australians, young and old, are leading increasingly sedentary lives and are missing out on the multitude of benefits that come from participating in sport.*

In addition to this, the Australian Sports Commission recently partnered with the Commonwealth Scientific and Industrial Research Organisation (CSIRO) to identify trends in sport that are likely to affect the Sports sector during the next 30 years. The study confirmed that people are increasingly:

- Favouring more flexible, non-organised physical activity, such as running with headphones on
- Pursuing new lifestyle and adventure sports
- Developing new tastes as our population becomes more culturally diverse.

These trends may be of concern to traditional sport providers, including clubs operating within our region. Sports and their clubs that fail to recognise, accept and adapt to these changes will begin to lose participants to those who take up these new opportunities.

In addition to the research highlighted by the Federal Government, it is important to recognise the increasing pressures being placed upon clubs operating in today's society. Expectations around governance, risk management and child protection are all growing, increasing responsibilities for the volunteers managing the clubs.

Local Government has a critical role to play in all facets of recreation provision in the future, and supporting the community through these emerging trends. From ensuring that design principles enable people to walk or cycle to work or leisure destinations (not force them into cars) to providing the facilities and open spaces that enable people to lead active lives.

### Facilities

Councils must ensure that their facilities are underpinned by sound planning and that they are able to adequately maintain the asset over its lifetime. Local Government traditionally relies on grants to develop, and refurbish recreation facilities, creating financial sustainability and asset management issues. However, if these grants were no longer available, it must be considered where major redevelopment funds be sourced from.

The South Australian Regional Level Recreation and Sport Facilities Planning Guidelines outline five challenges that councils and the Sport and Recreation sector are currently facing:

- **Facilities are ageing** - and in need of major redevelopment or in some cases replacement to remain fit-for-purpose, affordable and sustainable to operate and maintain.
- **Inefficient provision and duplication**
- **Increasing expectations** - from sporting bodies and the general community on councils to provide higher-standard facilities.
- **Pressure on open space** - due to an ever increasing demand for housing supply close to population and activity centres.
- **Increasing budget pressures** - becoming increasingly more competitive and difficult to raise the capital required to deliver new infrastructure.

Continued

# Trends and findings

## National Trends and Findings (continued)

These issues have instigated the development of the planning guidelines, which highlight the growing need for councils to work collaboratively and with other key stakeholders including the State Government and state sporting organisations. This will ensure that sporting groups and local communities have access to well-planned and located facilities that are fit for purpose, sustainable and meet the needs of users.

The Federal Government commissioned Crawford Report from 2009 makes the following statement:

*Adequate facilities are needed for increasing participation in sport. To maximise participation, facilities must be of a quality and quantity that makes participation attractive, convenient and safe. There is little point in taking other action to increase participation without a concurrent program to ensure there are enough facilities available to take advantage of interest generated. It is not clear why something so obvious has not been properly addressed in the past. All levels of government have spent millions of dollars in an effort to increase participation without strategic consideration of where people might play should they be inclined to do so.*

This statement is consistent with the messages that we have received through consultation with the clubs and associations in the region; they don't have enough space for their increasing membership. Clubs and their associated facilities have either reached their maximum capacity, or are exceeding it. This has subsequent impacts on the condition of many playing surfaces and their associated facilities.

### Unstructured Recreation

Considering the Federal Government's point that Australians will increasingly pursue new lifestyle and adventure sports, it is important to note that the South Australian Government is investing \$1.5 million towards establishing the Adelaide Mount Lofty Ranges as an international mountain biking destination. By 2020, this initiative intends to develop the Adelaide Mount Lofty Ranges into an internationally recognised location, offering world-class experiences for a range of cycling markets. We are a member of the recently formed Adelaide and Mount Lofty Ranges International Mountain Bike Destination Strategic Group; and will continue to explore ways to contribute to this group.

The natural environment of our region complements trends and changes to our recreational behaviour that the Federal Government is anticipating. Unstructured, adventure and lifestyle activities like mountain biking, trail walking, horse riding, cycling and rock climbing are easily accommodated in our region, and we must consider implementing ways to support these types of activities, much like our participation in the Mountain Bike Destination Strategic Group, and exploring the options for completing the Amy Gillett Bikeway.



### Nature Play

The natural environment of the region also complements the increasing trend of providing Nature Play opportunities for the youngest members of our community.

*Research shows that the nature of children's play has changed dramatically over the last two decades.*

*Unstructured free play in nature benefits our children in many ways. Nature play improves health and wellbeing and enhances intellectual development.*

*The research also reveals some alarming statistics about the impacts of our current lifestyle on our children. Decreased physical activity, increased screen time and risk aversion all contribute to the problem. (Nature Play SA, 2016)*

## Local Trends and Findings

This information has been gathered from consultation with the local community, sports and recreation clubs and associations. Council conducted an online survey to ask the community and clubs about recreation, sport and play spaces in the Adelaide Hills area. Face-to-face consultation opportunities were also provided to sports associations operating in the Hills.

### Consultation Findings

Response to the consultation was considerable and demonstrates that the community want to discuss play spaces, sport and recreation. Future consultation procedures for play space or recreation facility developments should reflect this interest; and staff should be involving the community from the initial stages of any new projects. Sporting clubs want to actively engage with us; they need us to listen and understand their issues. We must work in partnership with clubs to ensure that sport and facilities in the region develop and progress.

From the consultation we now know that the local community have an increased recognition of the links between physical activity and health. In addition, information they provided complements research reflecting the increased demand for informal, unstructured and non-competitive activities. Traditional, club based sports and their schedules are difficult for some of our community to participate in, hence the need for increased casual participation opportunities.

The community demands a variety of sport and recreation activities that are both affordable and locally accessible. That said, participation in traditional, organised sports remain popular, and clubs continue to experience growth.

### Club and Facilities

The consultation identified that clubs are struggling to meet community expectations for high quality facilities and are faced with the constant battle for more space. Clubs are also calling for us to provide support in the areas of grant funding and volunteer retention.

Clubs that utilise our facilities want equity in funding and support received from Council; and need assistance with facility maintenance, safety, drainage, lighting, parking, playing surfaces, associated facilities like change rooms, and ultimately more space for increased participation. Those that are not Council owned have similar needs, including assistance with obtaining grant funding and retaining their volunteers.

We must endeavour to ensure equity and transparency in our relationships and support to all clubs within our region. Funding to clubs should be provided on the basis of the service they are providing to the community, and must be contributing to their sustainability for the future. Funding should be linked to clear and transparent guidelines, and must be acquitted to Council. Responsibilities at Council owned facilities must reflect lease and licence documents; and financially sustainable clubs should be able to cover their own operational expenses. A review of all payments (reimbursements, grants, contributions, and any maintenance costs) made to clubs and their associated facility is a priority. Council requires a clear picture of all payments to clubs before it can determine a future direction or level of service in regard to club and facility funding.

### Unstructured Recreation

Consultation with the community has indicated that there is a need for more recreation facilities for youth, including additional skate parks, bike tracks, dirt BMX tracks, outdoor basketball courts, and community access tennis courts. There was much traction for exercise equipment in reserves and ovals, and an indoor pool in the southern area of the region. This type of facility should be incorporated into future reserve and play space development consultations, and provided if there is an expressed need and the demographics of the area support such developments.

### Play Spaces

We must consider and address the ownership and management of play spaces throughout our region. There are a number of sites that are not owned by Council, yet maintenance work is carried out at these locations. Consistency, transparency, sustainability, process, risk and the service provided to our community are all considerations that must be taken into account when reviewing this issue.

When asked about play spaces, the community indicated that our play spaces are well maintained, safe, clean, close to their homes and other community facilities, and that they are surrounded with trees. However, the majority of respondents to the survey indicated that the current equipment is static and boring, and is not suitable for the current local demographic. The community have overwhelmingly indicated that they want the following included in any upgrades or redevelopments to local play spaces:

- Interactive, modern equipment
- Equipment for climbing and spinning
- Equipment for an appropriate age and ability range
- Nature play and sensory elements
- Landscaping
- Shade and shelter
- Seating
- Bins, lighting, fences

### Nature Play

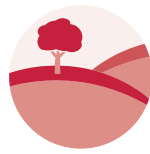
Nature play is a strong theme present in recent consultation. The term nature play refers to a play space that provides children with access to a range of opportunities that reflect the natural world, and provides a place for unstructured play. We are in a fortunate position that the natural landscape of the Adelaide Hills accommodates the concept of Nature play so well.

# Demand and supply analysis

## Community Profile



**Total population**  
40,031 (2015 ABS estimate)



**District area**  
795km<sup>2</sup>

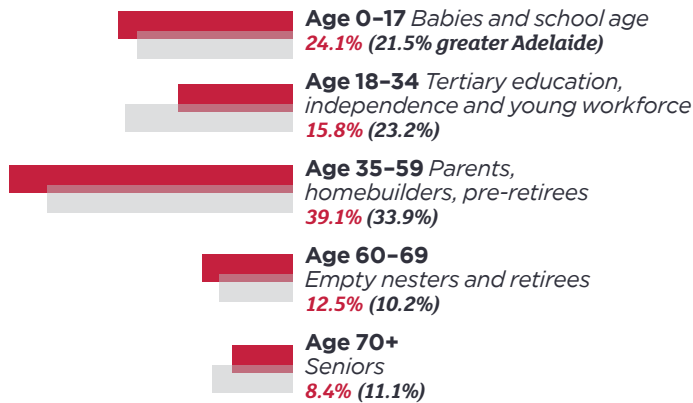


**Sparse density**  
0.5 people per hectare



**Median age**  
42 (39 greater Adelaide)

## Age segmentation



## Snapshot

**High average income**

**High education levels**

**Low unemployment**

**High levels of internet connectivity**

**High labour participation**

**Modest public transport use**

**Modest population growth**

**High levels of home ownership**

**Low levels of disability**  
2.9% (5.4% greater Adelaide)

**Low levels of ethnic diversity**  
7.0% (15.1% greater Adelaide)  
from non-English speaking countries



## Dwellings

15,284



## Household types

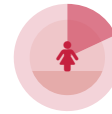
**Couples with children**  
39.0% (28.5% greater Adelaide)



**Couples without children**  
30.9% (25.5% greater Adelaide)



**One parent families**  
7.7% (11.0% greater Adelaide)



**Lone person**  
18.1% (26.7% greater Adelaide)



**Work at home**  
7.3% (3.2% greater Adelaide)

## General statistics



**Relatively low level of socio-economic disadvantage**



**New residents moved from outside the district between 2006-2011**  
20.1% (Total 7,756)



**Volunteers**  
29.8% of population volunteer  
(17.7% greater Adelaide)

## Participation Numbers

### Unstructured Recreation

Walking was the main activity in which survey respondents participated, with 76 percent indicating their participation. Cycling was the next most popular activity with a 44 percent participation rate among respondents. The majority of respondents (81 percent) participate in some form of organised club sport throughout the year. Popular club sports according to survey respondents are netball, football, cricket, soccer and tennis, all facilities that Council may provide or support.

Casual tennis, recreational swimming and running are also popular activities in which the survey respondents indicated participation.

### Play Spaces

74 per cent of respondents utilise play spaces within the Council area, with the most popular being Steamroller Park in Stirling, Johnston Memorial Park at Balhannah, and the Woodside Recreation Ground. This figure is significant and indicates that despite variable quality and condition, utilisation rates remain high.

### Organised Club Sport

As outlined and according to the Australian Sports Commission, the way Australians participate is changing and participation in traditional club sport is declining. However, after consultation with both clubs and the local sports associations, they report that their numbers are still increasing. In addition, the region does not have significant population growth, so the area seems to be defying national trends. Is that because when it comes to sport, the region functions like a country area, with town based sporting clubs? Sporting clubs play an important role in the Hills community and clubs in the region should be congratulated and supported for adding to the vibrancy of the area; providing opportunities for the community to connect and be active; and for increasing participation numbers, while the National average is declining.

Continued










# Demand and supply analysis

## Organised Club Sport (continued)

The participant figures outlined in the table below have been sourced from the respective Hills sporting associations with a summary of the key issues and concerns from both the clubs and associations.

Netball, Australian Rules Football, tennis, cricket, bowling and junior soccer are all organised and played locally in either our region or the Mount Barker District Council area. Volleyball and three senior soccer clubs who call the Hills their home, host teams from across the metropolitan area. Site user numbers for these sports have also been included.

Club Sport	2016 Registered Participants	Issues and Concerns
 Netball	2500	<ul style="list-style-type: none"> <li>Exceeding court and facility capacity</li> <li>Unable to accommodate increasing participation</li> <li>Sub-standard playing surfaces and facilities</li> <li>Funding equity from Council</li> <li>Court resurfacing costs</li> <li>Issues with Council Planning procedures</li> <li>Attracting and retaining volunteers</li> </ul>
 Australian Rules Football	2020	<ul style="list-style-type: none"> <li>Exceeding ground and facility capacity</li> <li>Unable to accommodate increasing participation</li> <li>Sub-standard playing surfaces and facilities</li> <li>Funding equity from Council</li> <li>Maintenance</li> <li>Attracting and retaining volunteers</li> </ul>
 Soccer	1700 <i>Additional participants from visiting senior clubs utilise facilities throughout the soccer season: Birdwood: 250 per season Bradwood Park: 600 per season Woodside: 1000 per season</i>	<ul style="list-style-type: none"> <li>Exceeding ground and facility capacity</li> <li>Unable to accommodate increasing participation</li> <li>Sub-standard playing surfaces and facilities</li> <li>Maintenance</li> <li>Infrastructure funding</li> <li>Funding equity from Council</li> <li>Attracting and retaining volunteers</li> </ul>
 Tennis	1000	<ul style="list-style-type: none"> <li>Exceeding court and facility capacity</li> <li>Unable to accommodate increasing participation</li> <li>Sub-standard playing surfaces and facilities</li> <li>Court resurfacing costs</li> <li>Funding equity from Council</li> <li>Attracting and retaining volunteers</li> </ul>
 Cricket	900	<ul style="list-style-type: none"> <li>Unable to accommodate increasing participation</li> <li>Sub-standard playing surfaces following football season</li> <li>Funding equity from Council</li> <li>Facility maintenance</li> <li>Attracting and retaining volunteers</li> </ul>
 Volleyball	550 <i>An additional 600 participants utilise the Mt Lofty Community Recreation Centre site each week during the volleyball season.</i>	<ul style="list-style-type: none"> <li>Attracting and retaining volunteers</li> <li>Grant funding</li> <li>Utilisation of beach courts</li> </ul>
 Bowling	400	<ul style="list-style-type: none"> <li>Attracting and retaining new members (membership numbers are in decline)</li> <li>Facility improvements</li> <li>Grant funding</li> </ul>

## Other Activities to Consider



### Athletics

Athletics has a large participation base, which is largely catered for on school ovals.



### Swimming

There were numerous survey respondents who reported participation in swimming, at either the Woodside pool, or private pools hired by swimming instructors. A number of respondents asked for additional swimming facilities, particularly those in the southern area. We must consider how to address this need.



### Golf

There was little response for golf in our survey. Council currently owns land that is the location of a golf course, however further assessment of long term demand and supply is required to determine appropriate resource requirements for this sport. In assessment, consideration must be given to the three privately owned golf courses in the region, and the other eight that are located within a short driving distance of our boundary.



### Mountain Biking

It is estimated that the Mount Lofty Ranges receives up to 950,000 mountain bike visits each year consisting of:

- approximately 26,200 residents (estimated from within a 40 kilometre radius) who participate in mountain bike-related activities approximately 930,000 times a year.
- a visitor market of 13,300 (including domestic day, overnight and international visitors) who make almost 18,000 mountain bike trips per year.

These figures outlined above are significant, and are likely to increase with the State Government funding contribution to the area.



### Horse Riding

It is reported that our region has one of the highest percentages of horse ownership in Australia, yet there is little data to back this up. Similarly, consultation for our Trails Strategy had little response from horse owners and riders. For those respondents who do ride a horse, their focus was recreation and leisure, rather than fitness. However, it is important to note that Horse SA was represented at all of the Trails Strategy workshops and provided valuable feedback on the alignment of trails.

To supply sufficient and appropriate facilities for this section of the community, we may have to strengthen relationships with appropriate stakeholders to determine actual participation.



### Walking and Walking Trails

Relevant Council documents all support the development of a connected recreational trail network through the Adelaide Hills, and highlight the health and lifestyle benefits of a trail network linking existing trails and proposing new trails with links to facilities. We have developed a long term trail strategy (the Adelaide Hills Trail Network Strategy 2013 - 2033) to deliver on priorities reflected in these documents.



### Cycling

Road cycling is a popular pursuit in the region, due to the increasing popularity of events such as the Santos Tour Down Under. The region attracts a significant number of informal and recreational cyclists from outside the region, and also accommodates regular races and competitions. The Adelaide Hills Strategic Bike Plan outlines projects and activities to improve participation and the experience of local and visiting cyclists in the Adelaide Hills. The Plan is supported by a resource document that contains more detailed information about possible infrastructure, resourcing and administrative projects or changes.

# Demand and supply analysis



## Grass Oval/Pitch Supply Comparison

Council	Total Population (2016 data)	Oval / Pitch	Ratio of Oval / Pitch per Total Population
Adelaide Hills Council	40,031	27	1: 1,483
City of Burnside	44,500	11	1: 4,045
Mount Barker District Council	31,325	16	1: 1,958
City of Onkaparinga	166,435	37	1: 4,498
Barossa Council	21,806	12	1: 1,817
City of Mitcham	65,692	16	1: 4,106
Industry Benchmark	-	-	1: 4,000



## Tennis and Netball Court Supply Comparison (based on Tennis courts numbers)

Council	Total Population (2016 data)	Courts	Ratio of Courts per Total Population
Adelaide Hills Council	40,031	128	1: 313
City of Burnside	44,500	59	1: 754
Mount Barker District Council	31,325	49	1: 639
City of Onkaparinga	166,435	163	1: 1,021
Barossa Council	21,806	48	1: 454
City of Mitcham	65,692	90	1: 730
Industry Benchmark (Tennis)	-	-	1: 1,875
Industry Benchmark (Netball)	-	-	1: 3,000 - 4,000



## Club Sport and Club Facilities

As reported by the Australian Bureau of Statistics (ABS), the region's population is not growing significantly, and when coupled with information provided in the table, it is difficult to demonstrate a need for additional facilities. We must however, consider that clubs and associations are reporting increasing participation numbers despite the small population increase. Ovals, pitches and courts are already struggling to deal with the participant numbers, so further increases are not able to be accommodated. As reported, we must also have a plan for accommodating increasing numbers of casual and recreational users of playing surfaces. Currently, community access to a tennis court with a net is not provided at many, if any, of our sites.

Hills sporting associations are beginning to implement flexible programming type arrangements for their competitions, with matches now being played at an alternate time or day. Council should consider how we can support associations to implement similar arrangements. Does the area need more courts, ovals and pitches with adequate lighting?

It is also paramount that we address the ongoing issue surrounding Council owned and community owned facilities. We rely on community owned facilities to service the demand from a portion of our population, so should funding and support be provided on the basis of the service they are providing to the community? Both community and Council owned facilities are facing similar issues, and we must determine a way to service these groups that is equitable, transparent and contributes to their sustainability.

To address this issue, we must undertake a comprehensive review of all facilities (of which a considerable amount will be covered by the Strategic Property Review and Sustainability Audit), and the current service and support that is provided at each location. A review of all playing surfaces should also be conducted. Payments made to clubs and fees received for use of Council owned facilities should also be taken into consideration. With all of the above mentioned data, we can work towards making informed decisions regarding resources and support, resulting in new funding guidelines, agreed service levels and a consistent, transparent approach for all groups regardless of where the ownership of the site lies.

The following industry benchmarks are also of relevance to our community:

Facility	Industry Benchmark
District Skate Park	1 : 10,000 - 25,000
District BMX Dirt Track	1 : 10,000 - 30,000
District Lawn Bowls	1 : 25,000 - 50,000
Golf Course	1 : 30,000
Indoor Sport & Recreation Centre	1 : 50,000 - 100,000
Regional Sports Facility (including aquatics)	1 : 250,000



### Golf and Swimming

Information from the Strategic Property Review should be coupled with recreation and demographic data and additional research to determine levels of service for activities including, but not limited to, golf and swimming, as current data from this strategy alone is not substantial enough to make an informed decision.



### Mountain Biking

Considering the visitor statistics, mountain biking is an increasingly popular activity for both residents and visitors to our area. As we do not own the land that these mountain biking sites reside on, in what other ways can we both support and leverage these visitors? Partnership with the Department of Environment, Water and Natural Resources and National Parks South Australia will be important in developing these sites and their associated activities. Input into the Adelaide and Mount Lofty Ranges International Mountain Bike Destination - Strategic Reference Group and their implementation plan will be a good start.



### Walking and Cycling

The region contains a number of conservation and national parks, and forestry areas managed by the State Government. These areas are key to the landscape character and biodiversity value of the region, making the walking trails so attractive. Considering that we do not own the land, we must continue to partner with relevant organisations to ensure the areas are promoted and utilised by the community.

The Adelaide Hills 20 Year Trail Strategy and Action Plan will deliver a safe and legible network of connected trails for the purpose of fitness and recreation, commuting between townships and to provide unique trails experiences to showcase the Hills. Similarly, we recently endorsed the Local Area Bike Strategy (2016). This document outlines projects and activities to improve participation and the experience of cyclists (both locals and tourists) in the Adelaide Hills. The Plan is supported by a resource document that contains more detailed information about possible infrastructure, resourcing and administrative projects or changes.

# Demand and supply analysis



## Play Space Supply Comparison

Council	Total Population (2016 data)	Play spaces	Ratio of Play spaces per Total Population	Total Population of Children (0-14 years) (2011 data)	Ratio of Play spaces per Population of Children
Adelaide Hills Council	40,031	35	1:1,104	7,577	1:216
City of Burnside	44,500	38	1:1,158	6,705	1:176
Mount Barker District Council	31,325	33	1:949	6,514	1:197
City of Onkaparinga	166,435	235	1:708	31,120	1:132
Barossa Council	21,806	23	1:948	4,420	1:192
City of Mitcham	65,692	64	1:1,026	10,984	1:171
Industry Benchmark (Neighbourhood)			1:2,000		



## Play Spaces

When compared with other South Australian councils, our supply of play spaces is average, and above the industry benchmark. However, it is important to consider that we do not own several of the play spaces within the region and rely on these community owned facilities to service the demand from a portion of our population. Similar to sporting facilities, the ongoing issue of Council owned and community owned play spaces must be addressed. We should undertake a comprehensive review of ownership and services provided, with a particular focus on risk and asset replacement. New service levels, transparent guidelines for management and maintenance, and appropriate agreements with land owners (if relevant) should be the outcome of this review.



# Strategic principles

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*This strategy has highlighted and utilised four strategic principle areas that will assist with the delivery of recreation and sport facilities, playgrounds and the actions of this document.*



## Planning

Places and facilities should be thoroughly planned, balanced, functional, and sustainable. Planning should be in consultation with the community, ensure diverse opportunities and utilise best practice at all times. Planning must encourage and accommodate participation increases.



## Design

The design of spaces should be functional, sustainable, and facilitate participation from a wide variety of users.



## Resourcing

Resourcing must be equitable and contribute to sustainability. Resourcing and funding processes must be clear and transparent, and focus given to worthwhile partnerships and collaboration.



## Management

The asset management and maintenance of all sites must be planned and programmed, with relevant requirements reflected in management agreements, leases or licences. There must be transparency in resource allocation, and support for those groups managing Council facilities.

# Principles and vision

## Facility Classification

The purpose of creating a hierarchy is to provide a guide for what type of facility will meet the needs of the catchment it serves and to assist in creating an approach to limit facility duplication.

The type of facility will inform the partnerships required to make it a successful and sustainable facility, as well as influencing the design, cost and services mix.

The following classifications have been published in the Local Government Recreation Forum and the Local Government Association's document SA Regional Level Recreational and Sport Facilities Planning Guidelines (Page 14).

Hierarchy Level	General Characteristics
<b>State/National</b> <i>Primary catchment of South Australia attracting users and visitors from interstate and overseas.</i>	<ul style="list-style-type: none"> <li>• Provides for the highest level of sporting competition which may include International events and competitions, National League(s) and associated state and national team and squad training centre(s).</li> <li>• Facilities also assist to promote sports and provide community access and pathway opportunities for participants.</li> <li>• May also provide a Headquarters for State or National Sporting Organisation administration.</li> </ul>
<b>Regional</b> <i>Primary catchment of local users with extended catchment across multiple local Council areas, primarily for competition and events.</i>	<ul style="list-style-type: none"> <li>• Integrates competition and recreational forms for participation and provides a broad range of sport and recreation activities and programs for a large number of participants across local and regional geographic catchments, generally beyond a single local Council area.</li> <li>• Generating usage via sporting events and specialised (for multi-sports) venue or sport specific services is also a core role and function of regional facilities.</li> <li>• Regional facilities are best provided at high profile sites in accessible locations with links to transport nodes and / or commercial / community centres and services.</li> </ul>
<b>District</b> <i>Primary catchment area of local communities single local Council areas.</i>	<ul style="list-style-type: none"> <li>• Provides a focus for Association competition, as well as service a local catchment to provide a mix of recreational, competitive and program formats of participation.</li> <li>• Facilities may also provide a primary function as a local finals venue or a central venue that facilitates regular competition for multiple clubs / teams.</li> </ul>
<b>Neighbourhood</b> <i>Primary catchment area of local townships or single suburb areas.</i>	<ul style="list-style-type: none"> <li>• Generally, services the needs of local communities and sporting clubs for home and away fixtures, training activities and for participation programs.</li> </ul>
<b>Local</b> <i>Primary catchment area usually within walking distance of most users.</i>	<ul style="list-style-type: none"> <li>• Small sites on local road networks that provide basic facilities and landscape treatments. Local facility locations are not considered suitable for larger facilities as they are generally provided in residential settings and have limited or constrained function for multiple activities and events.</li> </ul>

# Engage and consult with a broad range of stakeholders, users groups and the local community.

## Facility Principles

Hills sport facilities are facing challenges that, as outlined by the Australian Sports Commission, may be acting as a barrier to participation. Using the following facility development principles, and in partnership with Council, some of these challenges may be addressed, and participation may increase.



### Planning

- Gaps and needs identified, and feasibility study considered.
- Acknowledge and consider the hierarchy classification of the site.
- Establish key characteristics of the surrounding population, the current participation at the site and demand for the facility. Demand for facilities can be based upon utilisation, usage requirements, population data and projections, community benefit.
- Consider the long term growth potential of sport(s) and activities utilising the site.
- Engage and consult with a broad range of stakeholders, users groups and the local community. Ensure initial planning meets their identified needs.
- Seek out partnerships and collaboration in planning; and ensure these partnerships are maintained throughout each phase of the project.
- Define roles and responsibilities within the stakeholders group, and consider the long term management and operation of the site.
- Give consideration to asset management and site maintenance requirements and responsibilities.
- Consider and consult with other community facilities in close proximity (e.g. schools, halls), and ensure that planning is integrated with community, transport and services (e.g. roads, water, energy) planning.
- Ensure the planning phase considers sustainability and accessibility.
- Consider planning and building regulations.



### Design

- Incorporate concepts from feasibility study, community and stakeholder demand and hierarchy classification characteristics.
- Ensure continued consultation with community and stakeholders in all aspects of the design phase.
- Give preference to multi-purpose and shared use design of spaces.
- Incorporate co-location with other associated facilities (e.g play space) where possible.
- Acknowledge the long term management and operation of the site, along with asset management and maintenance requirements.
- Consider the sites general infrastructure requirements (e.g. roads, energy, water).
- Ensure that the design allows sports to adapt their products and services for the future needs of our communities.
- The design of the site must incorporate best practice sustainability principles and consider relevant environmental factors like temperature and rainfall.
- Accessibility, community use and individual sport requirements should be considered in facility designs.
- Consider planning regulations.
- Consider amenities for spectators.



### Resourcing

- Develop and maintain relationships with funding bodies and partners.
- Acknowledge maintenance requirements and asset management implications.
- Consider the financial requirements of asset management, maintenance, risk management and liability.
- Ensure equity and transparency in resource allocation, and consider any relevant policy implications.
- Ensure lease, licence, or management agreements reflect funding relationships.



### Management

- Support clubs and groups who undertake the management of our assets.
- Plan asset management based on age, condition, compliance, safety, risk management.
- Ensure equity and transparency in resource allocation, and consider any relevant policy implications.
- Implement best practice in governance, strategic management, business planning, shared use agreements, lease/licence/management plans, and ensure that arrangements between multiple site users are clear.
- Access for the general community must be considered in the operation of all sites.
- Program and manage maintenance, and ensure the following is considered:
  - External and internal building maintenance
  - Structural, risk and work health and safety requirements
  - Playing areas
  - Specialist court/field surface preparation
  - Irrigation, water and mowing.
  - Associated facilities including but not limited to score boards, cricket nets, seating, coaches boxes.

# Principles and vision

## Play Space Classification

To assist in the planning of our play spaces, it is common practice to define the reserves under a play space classification hierarchy. This practice is particularly important when assessing service levels for each class of play space; it also identifies the recommended equipment and associated facilities within a space. This approach ensures diversity of play spaces and experiences throughout the region.

The table below outlines the minimum provisions and design considerations for each classification. It is important to acknowledge that while the table refers to a catchment zone for each

classification, further investigation is needed in this space. Investigations should consider if catchments are to be based upon townships areas, population density or a distance.

Classification	Definition	General Characteristics
Regional District	<ul style="list-style-type: none"> <li>• A large, well developed space with a diversity of play opportunities. The space should be large enough to enable different activities and users to occur simultaneously.</li> <li>• Attracts users from a substantial part of the Council area and beyond.</li> <li>• Located central to the catchment to maximise accessibility, in a location that has a natural, social or cultural feature.</li> <li>• A destination where visits are usually planned in advance and users stay for a long period of time.</li> <li>• The site should consider accessibility for all.</li> <li>• Be responsive to natural site features and assist to preserve local biodiversity and natural area values.</li> <li>• Be serviced by public transport routes.</li> <li>• <i>The catchment zone of these sites is to be determined, but must reflect the large scale size of the space.</i></li> </ul>	<p><i>All characteristics from a local and neighbourhood play space plus:</i></p> <ul style="list-style-type: none"> <li>• Car parking</li> <li>• Toilet</li> <li>• BBQ</li> <li>• Art elements</li> <li>• Hard court surface and associated equipment if space permits</li> </ul>
Neighbourhood	<ul style="list-style-type: none"> <li>• Extensive play opportunities with a number of play elements.</li> <li>• Visited by people from a town catchment.</li> <li>• A site where users can stay for a median length of time.</li> <li>• <i>The catchment zone of these sites is to be determined, but must reflect the medium scale size of the space.</i></li> </ul>	<p><i>All characteristics from a local play space plus:</i></p> <ul style="list-style-type: none"> <li>• Existing toilet and BBQ</li> <li>• Shelter</li> <li>• Picnic settings</li> <li>• Drinking water</li> <li>• Mounded grass</li> <li>• Bike racks</li> </ul>
Local	<ul style="list-style-type: none"> <li>• Area intended for local play, often equipment based</li> <li>• Visited by people who live nearby, usually by foot for a short period of time.</li> <li>• Catchment zone to be determined, but must reflect the small scale size of the space.</li> </ul>	<ul style="list-style-type: none"> <li>• Play equipment</li> <li>• Shade</li> <li>• Lighting</li> <li>• Seating</li> <li>• Paved path</li> <li>• Rubbish bin</li> <li>• Grassed open space</li> <li>• Vegetation/planting</li> <li>• Accessible, safe pedestrian and cycling connections</li> <li>• Support good passive surveillance</li> </ul>

# Plan to meet the changing demographics within an area, and provide sufficient variation in play space provision between sites.

## Play Space Principles

Best practice in play space design says that the following types of play should be incorporated. Community expectations and feedback from the consultation reflect these findings.



### Play types

- **Active Play** - Using fixed play equipment for swinging, sliding, jumping, stepping, balancing and hanging.
- **Imaginative and Creative Play** - Making up games or role playing.
- **Social Play** - Communicating and interacting with other children, practicing cooperation and the use of language.
- **Exploratory and Natural Play** - Using things like rocks, trees, plants and sand to explore. These elements stimulate a child's imagination and provide various shapes, colours, textures and scents to explore. These environments can also encourage bugs, birds and other wildlife, adding to the diversity of the experience.
- **Quiet Play** - Includes reading, talking or participating in a sit down game.
- **Free Play** - Open grass spaces or slopes that can provide an opportunity for activities such as rolling, running, informal ball games, somersaults, handstands or cartwheels. Free play is different to active play as it enables non-prescribed movement in open space.

(Kidsafe Western Australia, 2008)

The following principles encourage us to take an objective, balanced approach to play provision in our region. Consider what makes a high-quality, well-maintained play environment, and what assists us to provide better play opportunities for the community into the future.



### Planning

- Utilise play space audit data (e.g. lifespan, risk) when considering a site to upgrade.
- Plan to meet the changing demographics within an area, and provide sufficient variation in play space provision between sites.
- Consider amalgamation, consolidation or a new site (based on consultation and demographic data) when deciding a site to upgrade.
- Ensure spaces are accessible, conveniently located and distributed appropriately throughout the region
- Address risk management issues, and ensure compliance with Australian Play Space Standards.
- Consider providing links to open space or small grassed areas (that allows for unstructured games).
- Consult with children and young people when designing spaces; they are the users.
- Consult with other relevant stakeholders (e.g. neighbouring residents, staff, other site users).
- Consider the range of issues and trends outlined in this document prior to redeveloping existing play areas.
- Consider maintenance requirements and capacity, in consultation with relevant staff.



### Design

- Ensure reasonable access to all play spaces in any upgrades or new developments.
- Incorporate associated facilities within the design, such as seating, shade and path networks.
- Incorporate climbing, spinning, sliding, swinging and feedback from children in all designs.
- Incorporate interactive elements and equipment.
- Design appropriate spaces based upon age and the local demographic.
- Consult with other relevant users on individual sites (e.g. kindy sports clubs, community groups).
- Consider play space surfaces and maintenance required for each.
- Consider maintenance requirements and the location of existing trees and plantings.



### Resourcing

- Explore grant opportunities to fund new development or play space upgrades, but consider the asset management and maintenance costs.
- Ensure we allocate sufficient funds each year for both the upgrade and maintenance of current play spaces.



### Management

- Ensure a high level of play space maintenance is budgeted for and programmed.
- Ensure new play space designs minimise maintenance issues.
- Consider options for ground surfaces, equipment /and facilities that minimise damage from graffiti and vandalism.
- Promotion of play spaces to ensure maximum community use.

# Principles and vision

## Play Space Additional considerations

The following elements should also be considered for play spaces in our region.

### Fencing

Fencing should be provided only where absolutely necessary and for safety purposes. A fence could be included when a play space is:

- next to busy roads or carparks
- near water bodies
- close to other activities and there is a need to separate the play space
- in close proximity to other physical hazards
- adjoining private property.

Considering the ages of children who use play spaces, care givers should be in attendance and supervising the child at all times. Fencing does not absolve the care giver of responsibility. Fencing can however restrict the ability of a child to play, explore and imagine.

Natural barriers, like appropriate plantings can provide a sense of enclosure and containment and should be explored during the planning and design stages.

Open Space Management and Dog Management by-laws and documents should also be considered when considering the installation of a fence around a play space.

### Hot Weather and Shade

Australia has been identified as having the highest incidence of skin cancer in the world. Couple this with climate change implications of increasing temperatures during the summer months, and opportunities to play under shade or in the evening are becoming increasingly important.

Shade is an important aspect of play spaces, providing park users some protection from UV light. Natural (tree) shade is preferred over built shade as it also provides natural cooling, is not as subject to vandalism, and contributes to the overall character and appeal of the open space. Where possible, locating play spaces in the proximity of existing, suitable mature shade trees is preferred. In some instances, large play spaces which experience high use and have little natural shade may require additional built shade. Built shade structures should be robust and designed to complement the character of the open space.

Consideration should also be given to:

- The strategic planting of trees on parks and reserves that may be the site of a future play space.
- Succession planting in areas to maintain shade, as older trees reach the end of their life; or planting advanced trees for those existing play spaces that currently lack appropriate shade.
- The risk that some trees place when located near a play space.

In addition, with increased use in the evenings and at night when its cooler, we should consider additional lighting at access points, on paths, or in the play space itself.

### Nature Play

In the absence of wild, natural environments, a carefully planned, constructed natural play space provides the best opportunities for unstructured play and learning opportunities for the young people in our community.

A natural play space is a designated area that emulates a natural setting to provide a place where children can engage in creative, unstructured play with natural elements.

Natural play spaces are:

- *Dominated by natural elements, vegetation, water, sand, dirt, mud, flowers, insects and wildlife, and which mirrors the local landscape*
  - *Full of sensory stimulation*
  - *Alive, diverse and changing all the time*
  - *Accessible at all times and in all weather*
  - *Places that promote a sense of wonder, ignite the imagination and encourage curiosity and creativity*
  - *Opportunities for open-ended interactions, risk taking and spontaneous play*
  - *Visually appealing and inspiring.*
- (Nature Play SA, 2016)

### Linkages of Play Spaces with Sport and Recreation Opportunities

To maximise opportunities for play, where possible play spaces should be linked to other areas of play such as open grassed areas, natural spaces or structured recreation facilities such as bike tracks, tennis courts, half-court basketball court, small soccer goals and kick-about space. By relocating our portable skate ramp to various locations throughout the region, feedback from the community can be used to guide potential future locations of skate or bike riding facilities.

### Risk

Play spaces should be designed to allow minor elements of risk taking. The consultation with the community and research suggests that children benefit from play environments that provide risk and challenge, where they are free to make their own decisions, and are not directed by adults. Spaces that provide these opportunities build confidence and resilience in the youngest members of a community.



## Club Sustainability and Development

Many local government entities are now providing education, resources, training and club development opportunities for clubs that reside within their district. There are obvious benefits for the club, but councils benefit too, as many assets are being managed by these groups.

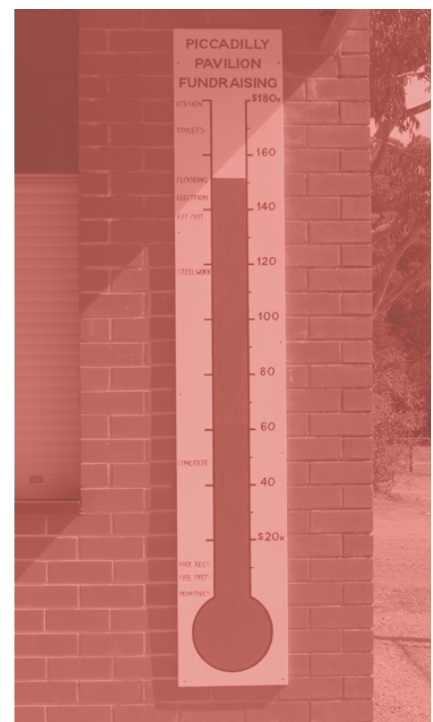
Assistance and guidance for clubs ensures more sustainable and effectively managed clubs. Club development and training opportunities that may be of benefit include:

- Governance
- Grants and funding
- Volunteering
- Risk Management/WHS
- First Aid
- Child Protection
- Responsible Service of Alcohol
- Safe food handling
- Sustainability (water, electricity)
- Turf and Playing Surface Management

Workshops like those listed above are also a great networking opportunity for clubs. They provide opportunities to build on the club capacity and social capital in our community. Any training provided should complement, not supplement that of what peak bodies or the Office for Recreation and Sport are providing.

We should continue to foster relationships with peak bodies, the Office for Recreation and Sport and other relevant entities in both promoting and delivering products, resources and services to our clubs. Examples of these are:

- Good Sports, Responsible Service of Alcohol training
- STARCLUB
- V Star
- Sports Vouchers
- Play by the Rules



# Funding

The adjacent table outlines current funding sources to deliver sport and recreation projects. Figures can be found in the Annual Business Plan.

The impact of investigations, reviews and audits into playgrounds and sport facilities is likely to highlight gaps and areas for process improvements. Decisions around changes to service levels and clarity of resource allocations as a result of these investigations will have budget implications. This will be addressed in line with the action priorities outlined.

Funding Source	Use
Capital Works Budget	Renewing and replacing infrastructure in accordance with asset management plans.
Operating Budget	<ul style="list-style-type: none"> <li>• Grants, reimbursements and contributions for sporting clubs.</li> <li>• Facility maintenance</li> <li>• Staff wages</li> </ul>
Grant funding (Federal or State Government)	Play space upgrades, sport facility upgrades, recreation developments.



# Measuring success

*The Sport and Recreation Strategy sets out a number of actions to work towards in providing quality sport and recreation opportunities for the community. Having an understanding of current data and establishing realistic goals will enable us to measure our progress and ensure we are meeting the needs of our community.*

Indicator	Data Source	Current Data (2016)	Target (2021)
Adelaide Hills Council residents participating in sport and/or physical recreation	Adelaide Hills Council records	Further investigation needed	50% of Adelaide Hills Council residents (Aligned to SA Strategic Plan target)
Clear direction for Play Spaces in the region	Adelaide Hills Council records	n/a	Policy position for maintenance, upgrade & management
Clear direction for Sport Facilities in the region	Adelaide Hills Council records	n/a	Policy for maintenance, upgrade & management & funding
The number of Adelaide Hills Council sports clubs registered in the 'Star Clubs' program	Office for Recreation and Sport records		75% of Adelaide Hills Council sports clubs registered
The number of Adelaide Hills Council sports clubs attending Club Development / Workshop opportunities	Adelaide Hills Council records	n/a	50% of Adelaide Hills Council sports clubs attended
Listed policy documents reviewed, revoked or endorsed by Council as per Strategic Directions	Adelaide Hills Council records	n/a	6 Policies



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